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Impact of Performance Evaluation & Institutional Result-Oriented Management Practices on Professional Satisfaction of Female Employees in Private Bank of Jaipur

Pooja Rani

Scholar

IIS (Deemed to be University), Jaipur (Jaipur)

Dr. Shaifali Mathur

Assistant Professor, Department of Financial Studies

IIS (Deemed to be University), Jaipur (Jaipur)

Abstract:

The professional satisfaction of employees has emerged as a critical concern in contemporary private banks. It becomes more relevant in the context of increasing performance accountability and outcome-oriented management practices. This study empirically examines the impact of performance evaluation practices and institutional outcome-oriented management practices on the professional satisfaction of female employees in private banks in Jaipur. Using a structured questionnaire, primary data were collected from female employees. The study adopts a quantitative research design. Pearson Correlation and Regression analysis is applied to test the proposed hypotheses. The findings reveal a statistically significant and positive relationship between institutional management practices and employee professional satisfaction. It shows that evaluation systems, performance expectations, and outcome-focused governance contribute to the professional satisfaction of female employees. The psychological, professional, and emotional satisfaction levels are affected. A well-designed performance evaluation frameworks and supportive outcome-oriented management may enhance female employees' sense of security, motivation, and work satisfaction.

Key Words: Performance Accountability, Outcome-oriented Management Practices, Professional Satisfaction

Introduction:

Private Banks across India are undergoing a noticeable transformation, especially in the context of corporate performance and institutional success. Employees in banks are no longer evaluated solely on their regular working but are increasingly assessed through measurable outcomes. These outcomes are productivity, income and profit, customer satisfaction and brand image. This shift has led to the growing use of structured performance evaluation systems and outcome-oriented management practices. However these mechanisms aim to improve institutional quality and

accountability their implications effect the professional satisfaction of employees. Especially female employees, in private banks occupy multiple roles in marketing, administration and operations. The expansion of performance metrics such as customer feedback, output, annual self-appraisal systems, and operational-linked accountability has increased professional demands. In cities like Jaipur, private banks are having many branches. Performance based appraisal system is putting intensified pressure on female employees to align individual performance with institutional outcomes. This pressure often intersects with personal and social responsibilities, potentially influencing their psychological, emotional, and professional satisfaction. Performance Evaluation Practices, including hourly assessments, customer satisfaction, appraisal systems, and workload norms, have become central to overall governance. Institutional Outcome-Oriented Management Practices emphasize ranking-driven performance, employability indicators, targets, and measurable institutional achievements. While these practices may contribute to transparency and competitiveness, they can also generate stress, role overload, and work-life imbalance. Existing literature largely focuses on work-life balance or general job satisfaction among female in banking industry, leaving a gap in understanding how contemporary performance and outcome frameworks directly relate to professional satisfaction. It is important to access the relationship between performance evaluation practices, Institutional Outcome-Oriented Management Practices, and the Professional Satisfaction of female employees in private banks of Jaipur. It contribute to banking system and provide practical implications for policymakers and institutional leaders striving to balance accountability with sustainable human resource practices in finance and banking system.

Objectives of Study:

The primary objective of this study is to examine the influence of performance evaluation practices and institutional outcome-oriented management practices on the professional satisfaction of female employees in private banks in Jaipur. The study seeks to examine the nature and strength of the relationship between performance evaluation practices and outcome-driven mechanisms and professional satisfaction of female employees'. It also aims to assess the extent to which these institutional practices predict variations in professional satisfaction among female employees. The study hereby intends to generate empirical evidence that can assist private banks in designing balanced accountability systems that support both institutional performance and employee professional satisfaction.

Review of Literature:

Professional satisfaction has gained significant scholarly attention due to its growing implications for employee WLB, organizational performance, occupational stress and gender equity in the workplace. Prior research highlights that female employees face disproportionate challenges in balancing professional responsibilities and personal roles, particularly in demanding and outcome-driven work environments (Asnim et al., 2017; Mahida & Chauhan, 2023). Long working hours, work overload, lack of supervisory support, and rigid performance expectations have been consistently identified as major stressors affecting female's psychological and physical Professional Satisfaction (Lakshmi & Prasanth, 2018; Pooja Rani & Shaifali Mathur, (2024). Studies focusing on female employees in higher education reveal that increasing accountability pressures related to teaching outcomes, administrative duties, and research productivity significantly affect professional satisfaction and work-life balance. Chandrakala et al. (2020) found that while female prioritize their role as educators, rising work pressure adversely impacts their personal life and research engagement. Similarly, Mayya et al. (2023) reported notable

gender differences in work–life balance, with female employees experiencing greater challenges, emphasizing the role of organizational demands in shaping Professional Satisfaction outcomes.

Research on work–family conflict further establishes that both work–family conflict (WFC) and family–work conflict (FWC) are significantly associated with psychological distress, reduced life satisfaction, and job dissatisfaction among married female employees (Reddy et al., 2010). These findings underline the need for institutional interventions to manage outcome pressures and support employee Professional Satisfaction. Qualitative evidence from Pan and Sun (2022) reinforces that individual traits, social expectations, and cultural values interact with organizational practices to influence female’s work–life balance experiences. Systematic reviews indicate that although empirical research on WLB has expanded substantially, there remains a gap in studies examining the role of institutional management practices and performance evaluation systems in influencing female employees’ Professional Satisfaction, particularly in the education sector (Thilagavathy & Geetha, 2023). Moreover, Sharon and Vijayalakshmi (2023) demonstrate that supportive work environments and participative decision-making significantly enhance employee commitment, reinforcing the importance of balanced outcome management practices. Collectively, the literature provides strong justification for examining the impact of performance accountability and outcome-oriented management practices on the Professional Satisfaction of female employees in higher education.

Research Methodology:

The present study adopts a quantitative and descriptive research design to examine the influence of performance evaluation mechanisms and outcome-oriented institutional practices on the professional satisfaction of female employees in private banks in Jaipur. Primary data were collected through a structured questionnaire which was precisely developed in line with the accountability and outcome system, presently prevalent in banks. The questionnaire comprised three sections (a) Performance Evaluation Practices, (b) Institutional Outcome-Oriented Management Practices, and (c) Female Employees’ Professional Satisfaction. Each section had eight statements. Responses were measured using a five-point (1-5) Likert scale. The study sample consisted of 100 female employees drawn from major private banks (HDFC Bank, ICICI Bank, AXIS Bank, RBL Bank, Kotak Mahindra Bank, IndusInd Bank and AU Bank) in Jaipur. Data were collected through both online and offline modes. It was ensured that it was anonymous, confidential, and there was a voluntary participation of respondents. The collected data were coded and it was analysed using appropriate statistical tools. Descriptive statistics were used to understand respondents’ perceptions of all the variables such as performance evaluation practices, outcome-oriented management systems, and professional satisfaction. Pearson’s correlation analysis was applied to examine the relationship between the independent variables and female employees’ professional satisfaction. Regression analysis was used to assess the impact of IVs on professional satisfaction. The reliability of the instrument was tested using Cronbach’s Alpha to ensure the validity of index.

Data Analysis:

The statistical analysis was carried out to examine the relationships between performance evaluation practices, outcome-oriented institutional management practices, and the Professional Satisfaction of female employees in private banks. Following hypotheses were formulated for the same-

H01: There is no significant relationship between ‘Performance Evaluation Practices’ and ‘Professional Satisfaction’ of female employees in private banks of Jaipur.

H02: There is no significant relationship between ‘Institutional Outcome-Oriented Management Practices and ‘Professional Satisfaction’ of female employees in private banks of Jaipur.

As stated before, that suitable statistical techniques were employed to ensure a systematic and objective analysis of the data. The analysis begins with descriptive statistics to understand the overall perception of respondents toward the study variables. It was then followed by inferential statistical techniques to test the proposed hypotheses. Pearson’s correlation was employed to assess the nature, and regression analyses was applied to examine the strength, and impact of the independent variables on female employees’ professional satisfaction. The results of these analyses are presented in the following tables and are discussed thereafter.

Descriptive Statistics		
	Mean	Std. Deviation
Performance Evaluation Practices	3.898	.729
Institutional Outcome-Oriented Management Practices	3.803	.809
Professional Satisfaction of Female Employees	3.789	.898

The descriptive statistics indicate that female employees in private banks perceive a relatively high presence of ‘performance evaluation practices’ (Mean = 3.898) and institutional outcome-oriented management practices (Mean = 3.803). It reflects the increasing prominence on accountability, performance measurement, and outcome-based frameworks in the private banks. Despite the performance and outcome pressures reflected in the independent variables, the mean score for Professional Satisfaction (Mean = 3.789) suggests a moderately positive level of overall Professional Satisfaction (psychological, occupational and emotional). The standard deviation values show moderate variability in responses that also indicate differences in individual experiences across institutions. These preliminary results fulfil the primary objectives of the study. It also provide a basis for applying statistical tools to test the hypotheses by suggesting enough variation and perceptible presence of the study constructs.

(1) Impact of ‘Performance Evaluation Practices’ on ‘Professional Satisfaction’ of Female Employees.

To examine the impact of ‘performance evaluation practices’ on professional satisfaction of female employees and to assess the nature and strength of the relationship between these variables, H01 was tested using Pearson’s correlation analysis and regression analysis. The results obtained from these statistical tests are summarized and discussed here.

Summary-Correlations Analysis	
Test Applied	Pearson Correlation Analysis
Pearson Correlation Coff.	0.671
Sig. (2-tailed)	.000
Hypothesis	Rejected
Significance	Yes
Correlation	Positive Moderate

The correlation analysis reveals a strong and positive relationship between Performance Evaluation Practices (PEP) and Professional Satisfaction (PS) of female employees. It specifies that performance evaluation practices are significantly associated with overall Professional Satisfaction of female employees. The statistically significant correlation coefficients (0.671) suggest that as performance evaluation mechanisms increase, noticeable changes occur in the Professional Satisfaction of female employees. These findings provide initial empirical support for the study’s hypotheses and justify the use of regression analysis to further examine the extent to which ‘Performance Evaluation Practices’ influence Professional Satisfaction of female employees in private banks. The results of regression analysis are given below-

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.444	.670
Predictors: (Constant), PEP				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.930	1	35.930	80.142	.000 ^b
	Residual	43.936	98	.448		
	Total	79.865	99			
Dependent Variable: PS						
Predictors: (Constant), PEP						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Const.)	.568	.366		1.551	.124
	PEP	.826	.092	.671	8.952	.000
a. Dependent Variable: PS						

The results of the regression analysis in the above tables, conducted to test H01 confirms a statistically significant impact of ‘Performance Evaluation Practices’ on the ‘Professional Satisfaction’ of female employees in private banks in Jaipur. The model shows a moderate to strong relationship (R = 0.665). The R² value of 0.442, indicates approximately 44.2% of the variation in professional satisfaction is explained by performance evaluation practices. The ANOVA results validate the model’s fitness, as the regression model is statistically significant (p = 0.000 < 0.05). We found a positive and significant regression coefficient that indicates a structured evaluation mechanisms is positively associated with professional satisfaction levels of female employees. Based on these results, the null hypothesis (H01) is rejected, and it is concluded that performance evaluation practices have a significant and positive influence on the professional satisfaction.

The estimated regression equation can be expressed as:

$$\text{Professional Satisfaction (PS)} = \alpha + \beta_1 (\text{Performance Evaluation Practices or PEP}) + \epsilon$$

Where:

- α represents the constant (intercept),

- β represents the regression coefficient indicating the effect of Performance Evaluation Practices on Professional Satisfaction, and
- ϵ denotes the error term.

This equation reflects that female employees’ professional satisfaction is significantly predicted by performance evaluation practices, as supported by the regression results of the study

(1) Impact of ‘Institutional Outcome-Oriented Management Practices’ on ‘Professional Satisfaction’ of female employees.

In order to study the impact of ‘institutional outcome-oriented management practices’ on female professional satisfaction and to assess its nature and strength, H02 was tested using Pearson’s correlation analysis and regression analysis. The results of these statistical tests are summarized and discussed here below-

Summary-Correlations Analysis	
Test Applied	Pearson Correlation Analysis
Pearson Correlation Coff.	0.665
Sig. (2-tailed)	.000
Hypothesis	Rejected
Significance	Yes
Correlation	Positive Moderate

The Pearson correlation analysis reveals a moderate and positive relationship between the study variables, with a correlation coefficient of $r = 0.665$. The significance value ($p = 0.000$) indicates that the relationship is statistically significant at the 5% level. We may confirm that the null hypothesis is rejected and there is an existence of a meaningful association between the ‘Outcome-Oriented Management Practices’ and ‘Professional Satisfaction’ of female employees of banks. The positive direction of the correlation suggests that improvements in outcome-oriented institutional practices are associated with better levels of Professional Satisfaction among female employees. A simple linear regression analysis was conducted, the results are given below-

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.443	.437	.674
Predictors: (Constant), IOOMP				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.354	1	35.354	77.839	.000 ^b
	Residual	44.511	98	.454		
	Total	79.865	99			
Dependent Variable: PS						
Predictors: (Constant), IOOMP						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Const.)	.980	.325		3.011	.003
	IOOMP	.739	.084	.665	8.823	.000
a. Dependent Variable: PS						

The Model Summary shows a strong relationship between the variables, with an R value of 0.665. It is an indication of a positive association between ‘Outcome-Oriented Management Practices’ and ‘Professional Satisfaction’ of female employees of banks. The R Square value of 0.443 reveals that 44.3 percent of the variation in female employees’ professional satisfaction is explained by outcome-oriented management practices. The Adjusted R Square of 0.437 confirms the stability and explanatory power of the model. The standard error of estimate (.674) indicates an acceptable level of prediction accuracy. The ANOVA results support the overall significance of the regression model. The model yields an F value of 77.839 at $p = .000$. This confirms that the regression model

is fit. Based on these findings, H02 is rejected, and it is concluded that institutional outcome-oriented management practices have a significant and positive impact on the professional satisfaction of female employees.

Professional Satisfaction (PS) = $\alpha + \beta$ (Institutional Outcome-Oriented Management Practices or IOOMP) + ϵ

Where:

- α represents the constant (intercept),
- β represents the regression coefficient indicating the effect of ‘Outcome-Oriented Management Practices’ on Professional Satisfaction, and
- ϵ denotes the error term.

This equation clearly demonstrates that improvements in institutional outcome-oriented management practices contribute meaningfully to enhancing the professional satisfaction of female employees in universities in Jaipur.

Conclusion:

The present study provides important empirical evidence on the relationship between institutional performance evaluation practices, outcome-oriented management systems, and the professional satisfaction levels of female employees in private banks in Jaipur. The results prove that outcome-driven fair management practices have a significant impact on professional satisfaction levels of female employees. The results confirm that performance evaluation mechanisms and institutional accountability structures are not merely administrative tools but play a crucial role in shaping psychological comfort, job satisfaction, and professional confidence of female employees. An improper or excessively pressure-driven evaluation systems can adversely affect professional satisfaction, whereas supportive and clearly communicated outcome-oriented practices enhance engagement and morale. The study underscores the importance of aligning institutional goals with human-centric management approaches, particularly for female employees in banks who often face additional professional and personal challenges.

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